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硕　士　学　位　论　文

西南地区水泥行业竞合关系研究

——基于西南水泥有限公司的思考

Southwest Cement Industry Co opetition Relationship Research

-Based on the Thinking of Southwest Cement Co.,LTD

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论文摘要

戴着“产能严重过剩”枷锁的中国水泥工业蹒跚地走过多个春秋。水泥行业的第一次产能过剩发生在 1994 年，那次是立窑过剩，立窑是落后产能，借助那次过剩，先进技术新型干法水泥很快取代了立窑，行业完成了一次漂亮的化危为机、转型升级。第二次产能过剩出现在 2004 年。当时是区域性产能过剩，主要爆发在长三角地区。依靠大企业的兼并重组，部分落后产能被关停，产业集中度得以提高。但在 2008 年以后，又发生了第三次的行业产业过剩，此次是全行业的产能过剩。2014 年底，新型干法熟料设计产能达到 17 亿吨多，折合成水泥实际产能超过 30 亿吨。

国家层面一系列水泥行业发展政策、产业规划在地方得不到有效贯彻执行，部分地方政府只顾招商引资的政绩，不顾国家的产业政策和行业发展规划，违规审批了大量的新建、扩建项目，导致水泥产能连年增加，并且很多地方重组后又不断冒出新增项目。加之落后的水泥产能淘汰力度不足，市场无法腾出有效空间，新增产能与落后淘汰的速度不对等进一步的加剧了整个市场恶性竞争激烈程度。

随着现行水泥行业产销矛盾的日益突出，整个行业呈现了供大于求的现状，传统的盈利模式（即实现产量的不断增加，逐步减少单位产品里的固定费用、摊薄成本，尽而达到以提高销量降低综合成本，扩大销售价格与成本之差来实现盈利）不断加剧了市场竞争，此种情况下企业之间为抢夺市场份额往往以价格为重要的调节杠杆，竞相降价以获取市场、获取客户，很多企业因销售价格低于生产成本而处于亏本状态，难以维系企业的正常运转。政府、行业、企业迫切希望能够走出困境，寻求适应水泥行业持续健康发展之路。

在此等艰难的市场环境下，行业孕育走向竞合之路，即在产销矛盾突出的大环境下，在政府、行业协会的调控、监督、协调、引导下，水泥企业之间既充分竞争又要相互合作，而不靠盲目降低价格来开展恶性的市场竞争。同时采取行业自律、节能减排、错峰生产等诸多措施缓和市场供需之间的矛盾，引导正常的市场价格机制，实现行业、企业以利润为核心导向的经营方式，逐步将整个行业引领走向持续发展的道路。打破原有企业以单体为核心，完全以量为主要导向，通

过价格战的方式获取份额的经营方式。

在这种背景下，本文研究的主要内容是从西南水泥有限公司的角度，对当前整个水泥行业发展现状、竞合背景情况进行分析，并对行业内具体的竞合方法进行阐述，着重讨论在行业竞合过程中政府、协会、企业各相关主体应发挥的主要职能与作用。希望通过论文的研究能对水泥行业的健康有序的发展提供一些有益的借鉴与帮助。

关键词：水泥行业；产能过剩；竞合关系

Abstract

The cement industry has been facing "overcapacity" challenges for years. There had been a few different phases with various triggers, but the overall problem remain as a key problem for China cement. The cement industry's first overcapacity occurred in 1994, when the vertical kiln shaft was the dominating technology. With the adoption of new advanced technology of shaft kiln, the industry turned the risk around and completed a beautiful transformation with machinery upgrade.The second excess capacity problem appeared in 2004. It was a regional crisis, mainly erupted in the Yangtze River Delta region. Relying on the merger and reorganization of large enterprises, part of the outdated productions were shut down, and the level of industrial concentration were improved. But a third phase occurred after 2008. This time the problem was a country wide full surplus. All the provinces except of Tibet had overcapacity problem. And the outdated production technology had basically been eliminated by this point, which cannot make room for the new dry process cement market. By the end of 2014, the new dry process clinker design production capacity reached 1.7 billion tonnes. The actual production capacity will be converted into 3 billion tonnes.

The national level of a series of cement industry development policies, industrial planning in place is not effectively implemented, some performance of local government investment only, regardless of the country's industrial policy and industry development planning, a large number of illegal approval of new construction, expansion projects, leading to the cement industry has increased year by year, and many local restructuring after rising a new project. In addition to backward production capacity out of cement is insufficient, cannot make effective market space, the new capacity and backward elimination speed not further exacerbated the vicious market competition.

With the current cement industry sales contradictions have become increasingly prominent, the whole industry presents the current situation of oversupply,The traditional profit model (i.e. production continues to increase, gradually reduce the unit product in the fixed costs, diluted cost, and increase sales to reduce the cost, expand the sales price and the cost of the poor to achieve profitability) continuously intensified market competition between enterprises, this situation is often to grab market share price as an important lever, price competition to gain market, customer acquisition, many companies because of the sales price is lower than the cost of production and in a state of loss, difficult to maintain the normal operation of enterprises. The government, industry and enterprises eager to be able to walk out of predicament, to adapt to the cement industry sustained and healthy development of the road.

In this difficult market environment, the industry gave birth to cooperation way, namely in the contradiction production of the environment, the government, industry associations, supervision and regulation, coordination, guidance, not only between the cement enterprises fully competitive and mutual cooperation, rather than blindly cut prices to carry out the vicious competition in the market. At the same time take industry self-regulation, energy saving and emission reduction, peak production and other measures to ease the contradiction between supply and demand of the market, guide the market price mechanism to achieve normal, industry, enterprise profit as the core guiding mode of operation, the entire industry will gradually lead to the road of sustainable development. The enterprise to break the original monomer as the core, in order to fully gain share as the main orientation, mode of operation by means of price war.

In this background, the main content of this paper is from the southwest India Cements Limited's point of view, the current status of the development of the cement industry background, competing situation analysis, and elaborates the specific methods of competition within the industry, discusses the main functions and role in the competition process in the industry government, Association, enterprise should play the main body the. I hope that this thesis can provide some useful reference and help to the development of the cement industry healthy and orderly.

Key Words: The cement industry；overcapacity；competition relations

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